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## **THE DEVELOPMENT STRATEGY OF LAKE KELIMUTU TOURIST ATTRACTION IN ENDE REGENCY**

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### **Abstract**

The purpose of this study is to analyze the potential and the development of Lake Kelimutu tourist attraction in Ende Regency. The data were collected through observation, documentation, and interviews with stakeholders, such as the Kelimutu National Park Office, Government Tourism Office, Community, and Visitors. The data was then analyzed descriptively for later determined of its development strategies using SWOT. The results of the study showed that the potential of Lake Kelimutu tourist attraction, besides the uniqueness of the three crater lakes, is also a diversity of flora and fauna, and it was concluded that the appropriate alternative strategy for developing Lake Kelimutu tourist attraction was the S-O strategy (strength and opportunity), they are: creating an integrated tourist package marketing strategy for natural and cultural tourism, using various existing social media to promote the uniqueness of the ever-changing colors of the lake, working with various travel agents to provide special discounts or special services for tourists, and creating special transport routes to Lake Kelimutu from Ende.

**Keywords:** potential, development strategy, tourist site, Lake Kelimutu.

### **1. Introduction**

Tourism in the broad sense is recreational activities outside the domicile to get away from routine activities or to find another atmosphere. Tourism as an activity has become an important part of the basic needs of developed country communities and a small portion of developing country communities (Damanik & Weber, 2006: 1). Tourism is a temporary movement made by humans with the purpose of getting away from the routine activities, leaving the residence. Activities are carried out during their stay in the destination and facilities are provided to meet their needs (Marpaung, 2000: 1). Tourism means all activities related to tourism that are related to tourism and they are multi-disciplinary and multi-dimensional, which emerges as a form of every person and

country's needs, it is as well as interaction among tourists and the local communities, fellow travelers, government, regional government and entrepreneurs (Ismayanti, 2010:20).

Tourism is a demand-based industry inspired by the needs of people to experience something different from their daily life. Tourists travel to new places to see something new, such as culture, important historic or beautiful nature. Tourists travel to find, learn and experience something new (Engelhard, 2005: 174). For example if we visit Flores, we know that Flores whose landscape is not better than other regions, is much more visited by people. It is because the culture in Flores is truly unique and hard to find elsewhere. Tourists who come there can mingle with the local people and learn local culture, like weaving culture, learning dances, or learning local folk songs. Tourists will also feel that Indonesia is truly rich in culture.

Tourism is the most important economic producing machine in the world because we can find tourism in all parts of the world, this is because every continent, country, and even region has tourist attractions and becomes the tourism places. Tourism contributes income in terms of transportation, tourist attractions, provided service and infrastructures, as well the purchasing power growth around the tourist spot. Mohammed et al (2015) stated that UNWTO explains the tourism greatness that last six years. Now tourism becomes the fastest growing sector in the world.

The main advantage of tourism in stimulating the economic growth represented by the increase in number of jobs available in the tourist destination, both directly and indirectly in the company providing the needed services for the tourist (Bunghez, 2016). The increasing number of tourists will require more laborers. The large number of tourists will make the unemployed people find work in the tourist spot and it can reduce unemployment.

Indonesia, which has the largest variety of tourism resources in the world (mesa biodiversity), is very interested in this sector for several reasons: (1) tourism is a global means of the world community's interaction, (2) tourism trusted by the world community as the economic driving sector in the 21<sup>st</sup> century, (3) tourism can recruit many labors, (4) Indonesian tourism has unique products and there are many more that have not been explored, (5) tourism does not require long lead time, (6) tourism can improve Indonesia's image in the eye of the world, (7) tourism is an advertising tool of Indonesian export products, (8) tourism can be a means of the people's economy empowerment and the economic equality (9) tourism can preserve and enrich the national culture (Pitana, et al.,

2008:5).

The Ministry of Tourism currently targets 20 millions of foreign tourist and 275 millions of domestic tourist trips in 2019. Indonesian Tourism Minister, Arif Yahya, explained that the tourism sector is the third largest source of foreign exchange after oil and mining (<http://bisnis.tempo.co>). Similar to what Yoeti (2008: 1) said, in the country's economy, if it is developed in a planned and integrated manner, the role of the tourism sector will exceed the oil and gas sector and other industries. The tourism sector will function as a development catalyst (agent of development), it is as well will speed up the development process itself. The tourism sector is a sector that is currently considered to have the most dynamic development and is also the largest in the economic sphere (Kruja, 2012). Tourism as an industry that has a major impact on the economy, while also influencing politics, socio-culture and the environment (Tabash, 2017).

As the era of natural tourism develops, special interests in tourism and eco-tourism are beginning to emerge. Both of these models of tourism, in general, largely depend on the natural quality in order to ensure the preservation and existence of nature, which is a tourist object and attraction (Fandeli, 2002:3-4). It is also based on two main things: the search for new products and the search for quality (Weiler&Hall, 1992). One of the potential tourist destinations that provide natural beauty is Lake Kelimutu tourist attraction, which is located in Ende Regency, and at the same time it is a nature destination that is not far from Ende city center. Lake Kelimutu has natural beauty which is a natural phenomenon that other regions do not have, namely three crater lakes that color always changes. It is formed as a result of the geological activity of Mount Kelimutu itself. The area of the three lakes is about 1.51.00 m<sup>3</sup>, each lake has a name which is same as its color; they are blue lake, red lake, and white lake (Gaol, 2014:33).

The beauty of the landscape around Lake Kelimutu also has flora and fauna. The flora near Lake Kelimutu consists of 78 trees, which are divided into 36 tribes, two of which are endemic to Kelimutu, namely Uta Onga (*Begonia kelimutuensis*) and Turuwara (*Rhondodenron renschianum*), and one specific ecosystem in Lake Kelimutu namely, Vaccinium and Rhododendron. The fauna inhabiting in Lake Kelimutu area includes 49 species, and some of them are endemic to Flores.

Lake Kelimutu tourist attraction also has cultural potential, which remains existed until today, namely the feeding traditional ritual to the spirits of deceased ancestors. This traditional ritual is held every 14<sup>th</sup> of August. In the ritual, ancestors are offered various

types of food, accompanied by prayers for prosperity, health, fertile nature, and good life in the upcoming year.

If many potential found in Lake Kelimutu tourist attraction maximally developed, it will increase the regional income and improve the prosperity of local community. Therefore, it is needed to conduct an in-depth study to find out the strengths, weaknesses, opportunities, threats, or SWOT analysis as strategic formula for the development of Lake Kelimutu tourist attraction.

## **2. The Methods**

The method used in this research is qualitative. A qualitative research is a study obtaining analytical procedures that do not use statistical analysis procedures or other quantitative assessment methods (Moleong, 2007: 6). Sukmadinata (2008: 60) defines qualitative research as a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, and thoughts of people both individually and in groups. Qualitative research can also be interpreted as a research method based on the post-positivism philosophy, which is used to investigate the condition of natural objects (as opposed to experiments) where the researchers are the key instruments, data collection techniques are done by triangulation (combination), data analysis is inductive or qualitative, and the result of qualitative research emphasizes in more meaning than generalization (Sugiyono, 2013: 13).

The location of the study was at Lake Kelimutu in Ende Regency, East Nusa Tenggara Province. The type of data used in this study is primary and secondary data. Primary data was obtained through observation, documentation, and interviews conducted with the Kelimutu National Park (TNK) Office, The Government Tourism Office, the communities, and the visitors. While secondary data was obtained through the BPS Agency, TNK Office and the Government Tourism Office. Then, a SWOT analysis was used to determine the development strategy.

The informants of this study are: (1) the Head of Kelimutu National Park Office, (2) the Division Head of Ende Regency Department of Culture and Tourism, (3) the Head of Moni 1 SPTN, (4) the communities around Lake Kelimutu tourist attraction, (5) and the visitors of Lake Kelimutu tourist attraction.

Data analysis used the SWOT matrix. SWOT analysis is a strategic planning method used to evaluate factors that become weaknesses, opportunities and threats that

may arise when achieving goals in an organization activity project on a wider scale. For this purpose, the study of the environmental aspects is needed to conduct in which derived from both internal and external environments that influence organization strategy structure in achieving goals (Rangkuti, 2008).

Table 1. SWOT Analysis Design (Rangkuti, 2008)

Internal	Strengths (S)	Weakness (W)
	- Determine internal strength factors	- Determine internal weakness factors
External	Opportunities (O)	W-O Strategy
	- Determine external opportunity factors	- Make strategy that utilizes strength to utilize opportunities
	Threats (T)	W-T Strategy
	- Determine external threats factors	- Make strategy that minimizes weakness and avoids threats.

### 3. Results and Discussion

#### 3.1 Potential Tourism Object of Lake Kelimutu

##### 3.1.1 Attraction

The Lake Kelimutu tourist attraction has 140 species of flora in the form of woody plants (shrubs), as well as 36 species of herb plants. It is also found the endemic plant species, in which the distribution is only in that place, it is *Begonia kelimutuensis*. It is not only endemic plants that could be found the Kelimutu National Park but endemic ecosystems in the form of VR ecosystems, namely Turuwara (*Rhododendron renschianum*) and Arngoni (*Vaccinium varingiaefolium*) also could be found. Those species has blooming season between May to August in which will give the red color on the edge of the lake and increase the attractiveness of Lake Kelimutu it self.

The fauna inhabiting Lake Kelimutu tourist attraction is so diverse that it consists of

various species of birds, various species of mammals, various species of endemic and endangered reptiles and fauna. There are 62 species of birds, 13 species of mammals and 4 species of reptiles, in addition, there are 12 species of endemic and endangered fauna.

The cultural potential in the Lake Kelimutu tourist attraction is the traditional ritual of *Pati Ka Dua Bapu Ata Mata*. It is a traditional ritual held on the peak of Lake Kelimutu which is held every year on August 14<sup>th</sup>. This ritual is a moment that unites the entire local community of Lake Kelimutu, which traditionally has a religious connection with the peak of Lake Kelimutu as the ancestors region.

### 3.1.2 Accessibility

Transportation to Lake Kelimutu tourist attraction can use both car and motorcycle, and it is still hard to use public transportation, because it takes about three kilometers to get into the retribution area and there is no special tourism bus that can take to Lake Kelimutu. The distance from Lake Kelimutu tourist attraction to the city center is about 53 kilometers. The condition of the road to Lake Kelimutu tourist attraction is good, and the road has also been widened.

### 3.1.3 Accommodation

There are many inns around Lake Kelimutu, where prices vary from IDR 150 to 250 thousand. Visitors of Lake Kelimutu tourist attraction who come from outside the city usually stay at the inns/hotels around Lake Kelimutu or in Ende city, and the next day they will continue their journey to Lake Kelimutu tourist attraction. In around Lake Kelimutu tourist attraction are very modest, but some of them are quite comfortable for an overnight stay.

### 3.1.4 Facilities and Infrastructure

Facilities and infrastructure are an important asset to make the tourist attraction attract people to come and it is as the requirement of the tourist attraction itself. The Lake Kelimutu tourist attraction is a mainstay tourist attraction of Ende Regency, which requires facilities and infrastructure that can support all aspects of its development. Lack of facilities and infrastructure can bring obstacles in developing the tourism. There are some existing facilities and infrastructure in Lake Kelimutu tourist attraction, namely: retribution counter, parking lot, information center, restaurant and souvenirs vendor,

tourism map, signpost, shelter, information board, and toilet.

### 3.2 The Development Strategy of Lake Kelimutu Tourist Attraction

Efforts to develop Lake Kelimutu tourist attraction in the future need to be discovered about how the characteristics of it. These characteristics can be determined using a SWOT analysis. SWOT analysis is one of the methods used to determine the regional characteristics in detail of the various reviews that will be used as a basic for the establishment or the development materials adapted to the region conditions. The development strategy of Lake Kelimutu tourist attraction can be seen below:

Table 2. The development strategy of Lake Kelimutu tourist attraction

Strengths (S)
<ol style="list-style-type: none"> <li>1. The uniqueness of the ever-changing colors of the lake.</li> <li>2. The culture of the local community, which is religiously connected to Lake Kelimutu tourist attraction.</li> <li>3. A variety of flora and fauna.</li> <li>4. The supporting natural environment around the tourist attraction.</li> </ol>
Weaknesses (W)
<ol style="list-style-type: none"> <li>1. The difficulty of involving the community in the development of Lake Kelimutu tourist attraction.</li> <li>2. The lack of the government role, in this case, it is the Government Tourism Office in developing the tourism attraction.</li> <li>3. Facilities and infrastructures that must be added.</li> <li>4. There is still a lack of tourists' awareness that litter.</li> <li>5. There is still no evacuation route considering Flores as an earthquake-prone area.</li> </ol>
Opportunities (O)
<ol style="list-style-type: none"> <li>1. The emergence of other tourism sectors.</li> <li>2. The emergence of other types of tourism activities.</li> <li>3. Picture of culture and society that must be promoted.</li> <li>4. Promoting about the tourist attraction.</li> <li>5. The development of tour agencies.</li> <li>6. Increasing public transportations to and from tourist attraction.</li> </ol>
Threats (T)
<ol style="list-style-type: none"> <li>1. Organizer internal policies that do not comply with the principles of conservation</li> <li>2. Excessive tourists visit in high season</li> <li>3. The growing parasite that disrupts the landscape</li> <li>4. The competitiveness with other tourist attractions</li> </ol>

After identifying the strengths, the weaknesses, the opportunities and the threats, then SWOT analysis was conducted. After they were analyzed, four alternative strategies will be obtained, namely: S-O strategy (using strengths to utilize opportunities), W-O strategy (minimizing weaknesses to utilize opportunities), S-T strategy (using strengths to overcome threats) and W-T alternative strategy (minimizing weaknesses and avoiding threats). The following are the SWOT results:

1) S-O Strategy

Alternative strategies that can be done in improving the development strategy of Lake Kelimutu tourist attraction are:

- a) Creating a marketing strategy of the integrated travel packages for natural and cultural tourism.
- b) Using various existing social media to promote the uniqueness of the ever-changing colors of the lake.
- c) Collaborating with various tour agents to provide special discounts or special services for tourists.
- d) Creating special transportation routes to Lake Kelimutu from Ende City

2) W-O Strategy

Alternative strategies that can be done in improving the development strategy of Lake Kelimutu tourist attraction are:

- a) Involving the community leaders in tourism management of Lake Kelimutu
- b) Asking the Ministry of Tourism to encourage the regent to expand the authority of Ende Government Tourism Office in developing the tourist attraction as a source of Government Income (PAD).
- c) Enabling the community to engage in tourism activities, such as being tour guides or souvenirs' sellers
- d) Increasing the availability of trash bins and urging the tourists to throw the garbage to its place
- e) Making an evacuation route and conducting regular evaluation simulations.
- f) Repairing and improving the roads to the Lake Kelimutu tourist attraction.

### 3) S-T Strategy

Alternative strategies that can be done in improving the development strategy of Lake Kelimutu tourist attraction are:

- a) Making various alternative tourist destinations to distract some tourists not only coming to Lake Kelimutu
- b) Forming a special task force that clears parasites regularly
- c) Doing the cooperation with other tourist attractions

### 4) W-T Strategy

Alternative strategies that can be done in improving the development strategy of Lake Kelimutu tourist attraction are:

- a) Holding regular meetings between local people and tourism organizer of Lake Kelimutu.
- b) Holding an annual event that involves the community and the local government outside Lake Kelimutu area to distract the excessive tourists' visits and increasing the community participation.

Table 3. The result of SWOT Analysis

Internal	Strength (S)	Weakness (W)
	The uniqueness of the ever-changing colors of the lake.	The difficulty of involving the community in the development of Lake Kelimutu tourist attraction.
The culture of the local community, which is religiously connected to Lake Kelimutu tourist attraction.	The lack of the government role, in this case, it is the Government Tourism Office in developing the tourism attraction.	
A variety of flora and fauna.	Facilities and infrastructures that must be added.	
The supporting natural environment around the tourist attraction.	There is still a lack of tourists' awareness that litter.	
External		There is still no evacuation route considering Flores as an earthquake-prone area.
Opportunities (O)	Strategy (S-O)	Strategy (W-O)
The emergence of other tourism sectors.	- Creating a marketing strategy of the integrated travel packages for natural and cultural tourism	- Involving the community leaders in tourism management of Lake Kelimutu
The emergence of other types of tourism activities.	- Using various existing social media to promote the uniqueness of the ever-changing colors of the lake	- Asking the Ministry of Tourism to encourage the regent to expand the authority of Ende Government Tourism Office in developing the tourist attraction as a source of PAD
Picture of culture and society that must be promoted.	- Collaborating with various tour agents to provide special discounts or special services for tourists.	- Enabling the community to engage in tourism activities, such as being tour guides or souvenirs' sellers
Promoting about the tourist attraction.	- Creating special transportation routes to Lake Kelimutu from Ende city	- Increasing the availability of trash bins and urging the tourists to throw the garbage to its place
The development of tour agencies.		- Making an evacuation route and conducting regular evaluation simulations.
Increasing public transportations to and from tourist attraction.		- Repairing and improving the roads to the Lake Kelimutu tourist attraction.
Threats (T)	Strategy (S-T)	Strategy (W-T)
Organizer internal policies that do not comply with the principles of conservation	- Involving environmental NGOs and KLH in developing tourism conservation programs.	- Holding regular meetings between local people and tourism organizer of Lake Kelimutu.
Excessive tourists visit in high season	- Making various alternative tourist destinations to distract some tourists not only coming to Lake Kelimutu	- Holding an annual event that involves the community and the local government outside Lake Kelimutu area to distract the excessive tourists' visits and increasing the community participation.
The growing parasite that disrupts the landscape	- Forming a special task force that clears parasites regularly	
The competitiveness with other tourist attractions	- Doing the cooperation with other tourist attractions	

According to Pendit (1999), tourism potential is all the resources found in a particular place that can be developed into a tourist attraction. Tourism potential is all the resources possessed by a place or region and can be developed into tourist attraction that can be utilized for economic interests while still taking care of other aspects.

The results of observation and interview regarding the potential of Lake Kelimutu as a tourist attraction in Ende Regency, East Nusa Tenggara, based on its attractiveness, accessibility, accommodation, facility and infrastructure showed good results to be developed further. This is in accordance with the opinion of Soekadijo (2000) that tourism potential is the principal to be an attraction and can be developed into a tourist attraction.

In the tourism development, the Ende Regency government will continue to develop the potential of tourist attraction resources in Ende Regency, like the Three Colors Lake Kelimutu tourist attraction. The preservation of the regional culture and the development of Lake Kelimutu objects and attractions in Ende Regency require professional handling from the local government, so that tourist attractions can be maintained its continuity and it can emerge the tourists' development. The resources arrangement is used as the tourist attractions, potential tourist attractions and tourist areas so that it can be more professional and can compete with other tourism destinations. Therefore, the arrangement and the maintenance of the tourist attractions need to be improved both in terms of quality and quantity.

Tourism development planning has a concept, one of which is the product driven and market driven concept. Product driven is a concept that focuses on the development of tourism products or objects and tourist attractions while market driven focuses more on tourists' desires and market behavior as the basis for development. The conditions and privileges of those products can be used as the main principal in the development (Fandeli, 2002).

In order to carry out a good tourism development planning, a SWOT analysis is conducted first. The results of the SWOT analysis indicate that the appropriate alternative strategies to be used by Lake Kelimutu are SO (Strength and Opportunities), with the consideration that Lake Kelimutu Tourist area in Ende Regency has a lot of great potentials to be developed but it has not been utilized optimally, therefore, in an attempt to develop Lake Kelimutu Tourist area in Ende Regency, the government must create strategies by using strength to take advantage of opportunities. Meanwhile this power must

be used to improve its weaknesses, so that it can be used as an incentive and motivation for all the stakeholders to find solutions for the weaknesses. More specifically, those strategies are as follows: creating an integrated travel package marketing strategy for natural and cultural tourism, using various existing social media to promote the uniqueness of the ever-changing colors of the lake, collaborating with various tour agents to provide special discounts or special services for tourists, and Creating special transportation routes to Lake Kelimutu from Ende City.

#### **4. Conclusion**

The potential of Lake Kelimutu tourist attraction is very rich. In addition to the uniqueness of the three craters lake, it also has many varieties of flora and fauna. There are 140 species of flora that can be found in Lake Kelimutu in the form of woody plants (shrubs), there are 36 species of herb plants, and there are also three types of endemic plants that the distribution is only in Lake Kelimutu tourist attraction, they are: *Begonia kelimutuensis*, Turutuwa (*Rhododendron renschianum*) and Arangoni (*Vaccinium varingiaefolium*). The fauna inhabiting Lake Kelimutu tourist attraction consists of 62 species of birds, 13 species of mammals and 4 species of reptiles, and there are 12 species of endemic and endangered animals. Lake Kelimutu tourist attraction also has cultural potential, because every year on August 14<sup>th</sup>, local people perform a traditional ritual praying for their ancestors. The local community has a religious connection with the Lake Kelimutu tourist attraction. Lake Kelimutu tourist attraction has much great potential which is not further developed yet, therefore, this study presents a development strategy using the SWOT analysis method. The development strategy by combining strength- opportunity (SO), weakness- opportunity (WO), strength- threat (ST), weakness- threat (WT), creates a marketing strategy of integrated tourism packages for natural and cultural tourism using existing various social media to promote the uniqueness of the ever-changing colors of the lake, to cooperate with various tour agents to provide special discounts or special services for tourists, and to create special transportation routes to the Lake Kelimutu from Ende City.

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